



Hopes and Fears 2025

Rewiring the future of work

PwC Greece
March 2026



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01

Overview



Workers in Greece are weighing in on the hotly debated question of AI's impact on productivity, growth, and jobs - with AI's impact growing and optimism about its potential greatly outweighing anxiety.

And motivation, trust and skills are emerging as the real engines of performance in the AI era.

Source: PwC's Global Workforce Hopes and Fears Survey 2025



1 Trust / Skills / Optimism / Reward



Trust is critical for motivation and engagement

Employees in Greece trust their direct managers significantly more than top management, with younger workers and those facing financial strain reporting much lower levels of trust and openness.

51%

trust their direct manager - compared to 41% for top management.



Skills are make-or-break for future readiness

Only 49% of workers reported learning new skills at work that help their careers. 70% of workers say more than half of their skills will be relevant in the next three years.

65%

of daily GenAI users say that they have learnt new skills at work that help their careers, contrary to 48% of those who have never used GenAI.



Optimism, purpose and meaningful work vary across roles

Around half of employees in Greece feel optimistic about the future of their role; however, optimism is much higher among senior executives and managers.

56%

of managers and above see purpose and personal growth in their work contrary to 42% of non-managers.



Security and pay are core for motivation

84% of workers said a reasonable level of job security is important to them. 71% of workers who don't experience financial strain feel confident about their job security vs 42% of those who struggle to pay bills.

63%

of workers who pay bills with money left look forward to going to work – versus 50% of those who struggle to pay bills.

2 AI Momentum

Although adoption remains still limited, early adopters are already seeing boosts in productivity, creativity and quality of work and broader adoption will amplify these benefits across the workforce.

Current AI Use

Current AI usage rates are low but growing steadily

43%

of workers have used AI technology at work in the past 12 months

10%

use GenAI daily, up to 4 pp from 2024

14%

use AI weekly, up from 10% in 2024

3%

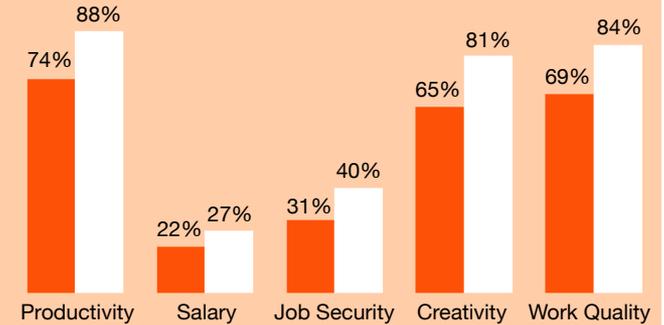
of workers use AI Agents daily, while broader adoption is slowly emerging with 8% reporting weekly use

Measurable Impact

Workers who use AI are already seeing improvements in their work

The share of AI users who have reported increases in the following aspects of their job due to AI in the last 12 months:

■ Frequent GenAI users
■ Daily GenAI users

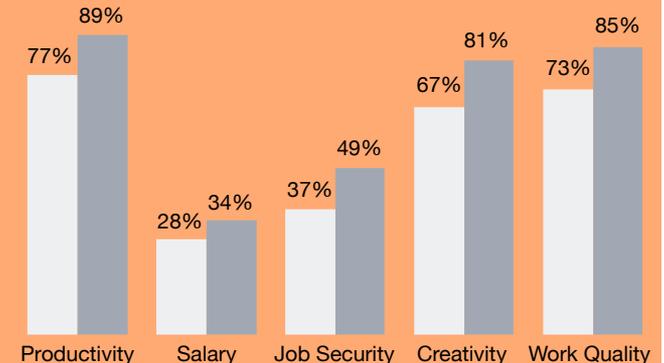


Expected Improvement

AI users anticipate continued improvements ahead

The share of AI users who predict increases in the following aspects of their job due to AI in the next three years

■ Frequent GenAI users
■ Daily GenAI users



3 Co-create the future with your workforce

We find big payoffs in motivation and productivity when workplaces build trust, nurture skills, offer meaningful work, strategic alignment, and psychological safety, suggesting leaders should focus on six priorities.

Hopes

Inspire / Motivate / Upskill

- 1 Inspire employees with a clear vision of the future
- 2 Motivate your workforce to innovate and to reinvent
- 3 Create learning pathways to bridge the emerging skill gaps

Fears

Acknowledge / Build Trust / Reward

- 4 Acknowledge the uncertain future, particularly for entry-level workers
- 5 Address trust gaps on the future rewiring of your organisation
- 6 Treat security and pay as core motivators to avoid a bumpy ride



02

Perceptions of change: How employees view AI and the future of work

1 AI use

The number of employees in Greece using GenAI daily has almost doubled since 2024 getting to 10%, with Global workers standing only slightly ahead at 14%, and AI agents use slowly emerging as a new trend.

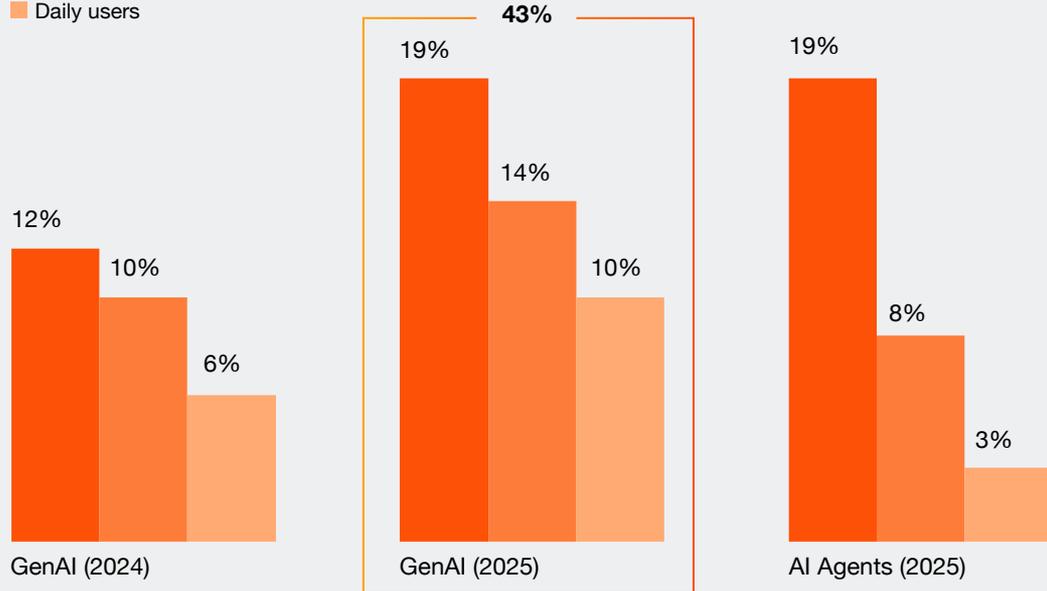
43%

of Greek workers have used AI technology at work in the past 12 months vs. 54% globally



Share of Greek workers GenAI and AI agent usage at work

- Infrequent users*
- Weekly users
- Daily users



Global View: Daily use of GenAI and AI agents at a Global level stood at 14% and 6% respectively.
*Infrequent GenAI users' refers to respondents who reported using GenAI once, a few times, or about once a month.

2 AI outcomes

AI has boosted productivity, creativity, and quality of work in the past year, and employees expect these benefits to continue in the years to come, with organisations need to rise to the challenge.



Who feels they are benefiting the most due to AI?

+15%

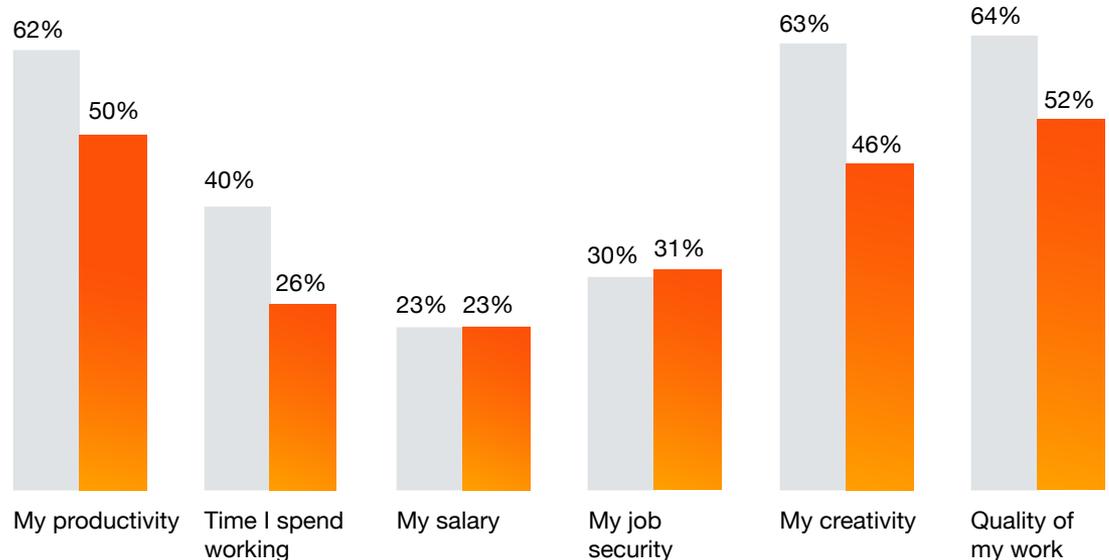
Managers (74%) report that **using AI** in the last 12 months increase their **productivity**, compared to non-managers (59%).

+16%

Gen Z workers (34%) report that **using AI** in the last 12 months increase their **salary**, compared to Gen X workers (18%). Accordingly, Millennials (23%) report an increase with Baby Boomers (0%) seeing no difference.

Share of Greek workers using AI in the last 12 months reporting or predicting increases in the following aspects of their job due to AI

■ Last 12 months
■ Next three years

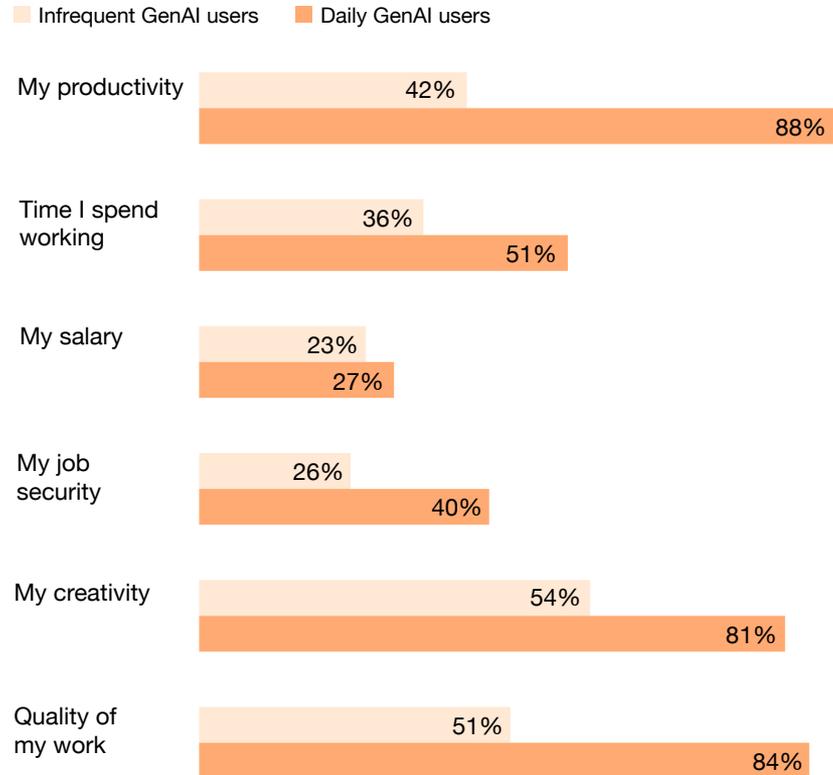


"In the last 12 months, to what extent did AI increase or decrease the following aspects of your job?" and "In the next three years, to what extent do you believe AI will increase or decrease the following aspects of your job?"

3 GenAI power-users' outcomes

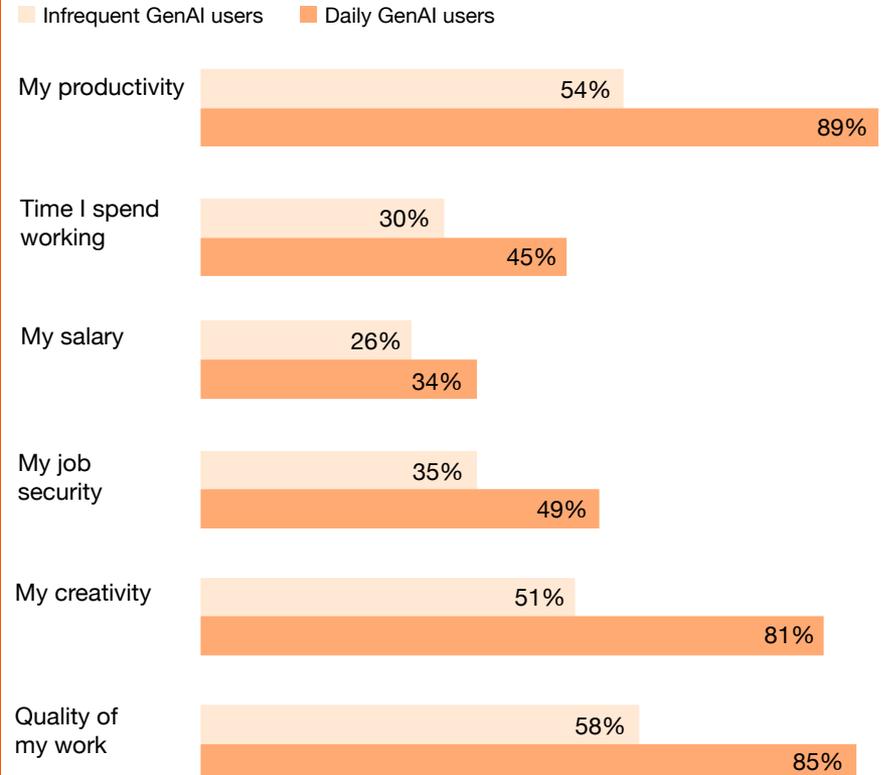
Daily GenAI users report more benefits from AI than infrequent users in all aspects of their job, especially in productivity, creativity, and quality of work, and expect these benefits to continue over the next three years.

Share of daily GenAI users reporting increases in the following aspects of their job in the last 12 months due to AI



"In the last 12 months, to what extent did AI increase or decrease the following aspects of your job?"

Share of daily GenAI users predicting increases in the following aspects of their job in the next three years due to AI

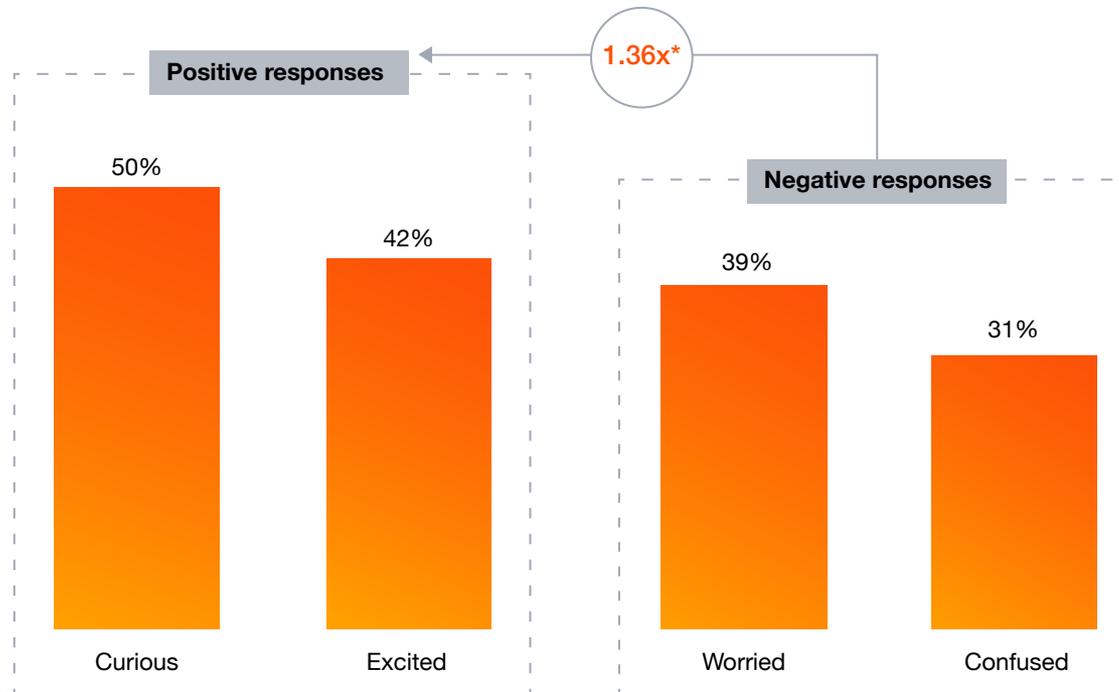


"In the next three years, to what extent do you believe AI will increase or decrease the following aspects of your job?"

4 AI attitudes

Although positive emotions towards AI are predominant in Greece, with employees viewing AI more as an opportunity than a threat, the global workforce expresses even stronger positive sentiment.

Share of Greek workers' positive and negative emotions about how AI may significantly affect their work



"To what extent, if at all, do you feel the following emotions about how AI may affect your work?" (Showing NET 'To a large extent' and 'To a very large extent')

***Global View:** Workers are twice as likely (**1.96x**) to feel positively about AI's impact on their work as they are to feel negatively.



Insights from particular Workforce categories

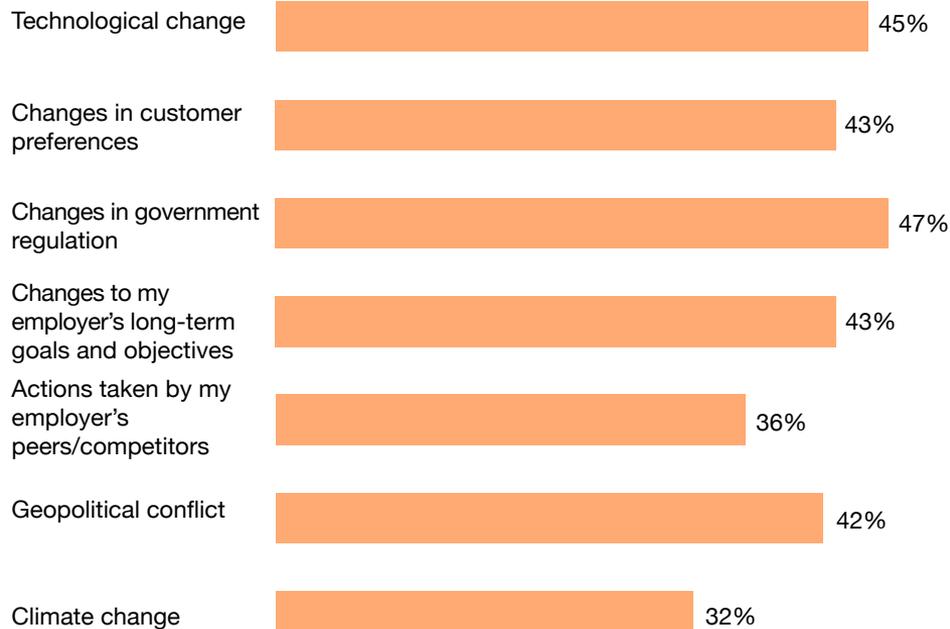
- **Gen Z** workers are the most worried and confused (alongside Gen X) regarding AI while **Baby boomers** are the most excited and curious ones
- Within organizations, the **Senior executives** and **managers** are the ones with the most heightened feelings both positive and negative



5 Change drivers

Greek workers believe that technological change will have the second most significant impact on their jobs, with GenAI users being more adamant about this, although significantly lagging vs. Global on their views.

Share of Greek workers who believe the below will impact their jobs in the next three years to a large or very large extent



"In the next three years, to what extent, if any, do you think each of the following will impact your job?", (showing NET: To a large extent/to a very large extent).



GenAI users are more likely than non-users to expect major job impacts from **technological change**.

Global

2.3x

Greece

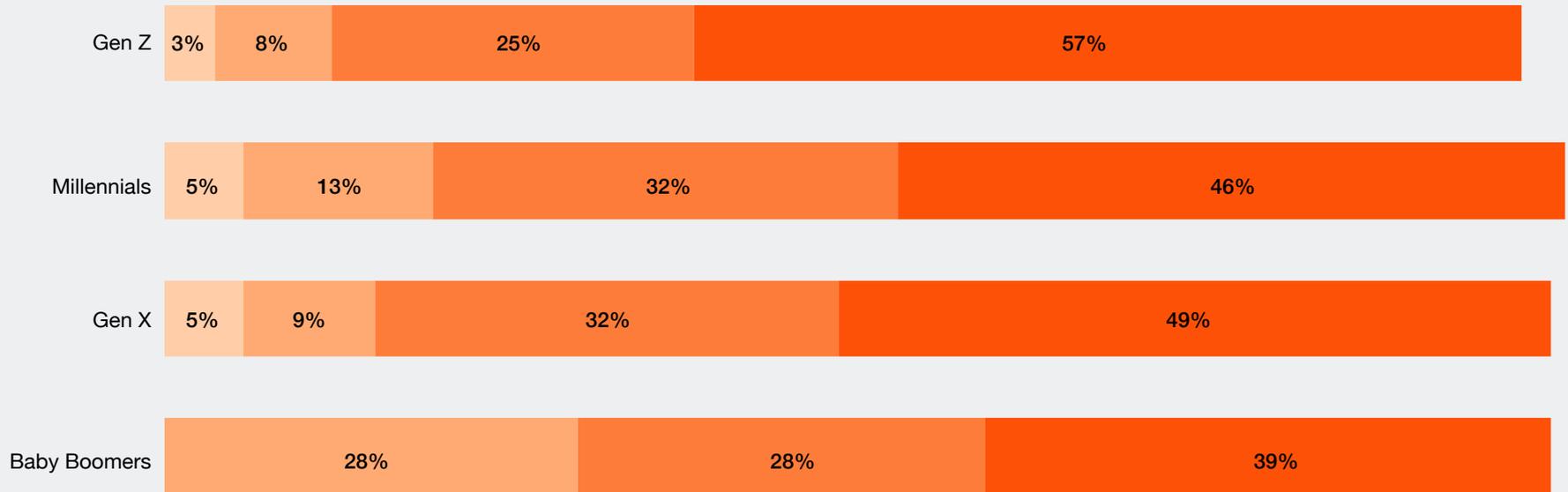
1.3x

6 Technological change autonomy by generation

The strong sense of control over the way technology will affect their work is especially heightened among Gen Z employees and is expected to be key to adapting and embracing new technologies.

Share of workers, by level of expected control over the way technology will affect their work over the next three years

Not at all To a slight extent To a moderate extent NET: Large/ very large extent



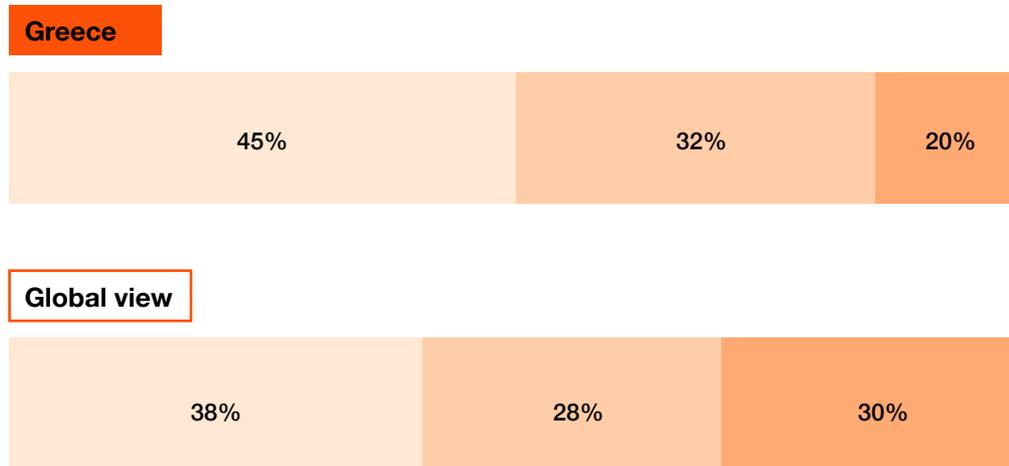
“Over the next three years, how much control do you think you will have over the way technology affects your work?” (Showing all responses except ‘Don’t know’)

7 Entry-level workers

A large proportion of Managers believe that a reduction of entry-level jobs is a likely future outcome, while entry-level workers are more likely to believe that AI will increase their job security and salaries.

Share of managers' perceived impact of AI on entry-level roles over the next three years

Reduce entry-level jobs Have little or no effect either way Increase entry-level jobs



"What impact do you think AI will have on entry-level roles in your organisation over the next three years?" (Showing all responses except 'Don't know'); asked of senior executives and managers only

Entry-level non-managers

+14%

Entry-level non-managers in Greece are more likely to expect AI to increase their **job security** in the next three years, compared to non-entry level non-managers.

+11%

Entry-level non-managers in Greece are more likely to expect AI to increase their **salaries** in the next three years, compared to non-entry level non-managers.

+10%

Managers **globally** are more likely to expect AI to increase entry-level jobs (30%) compared to managers **in Greece** (20%)

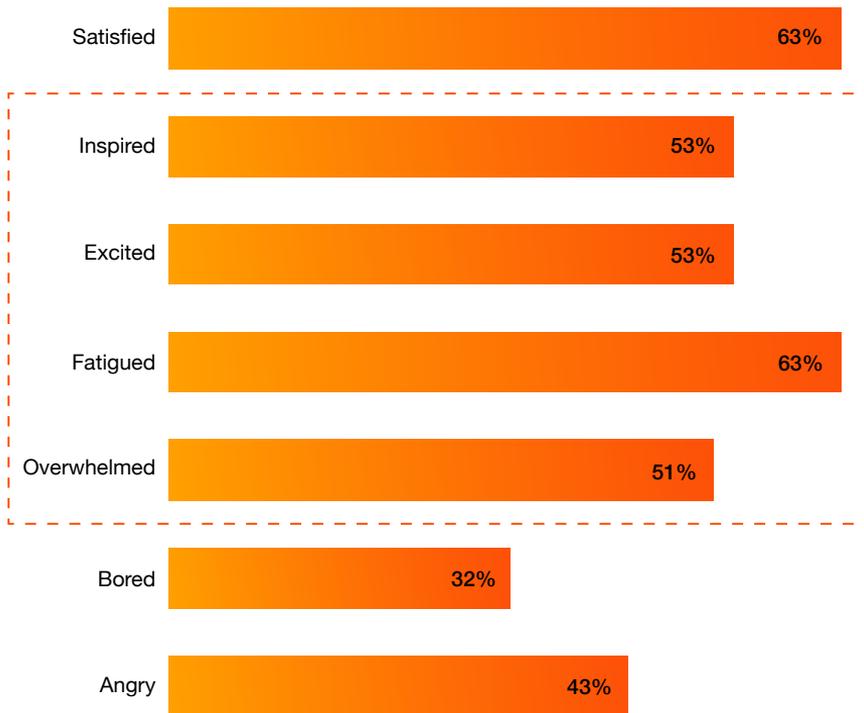
03

Key drivers to motivating the workforce of tomorrow

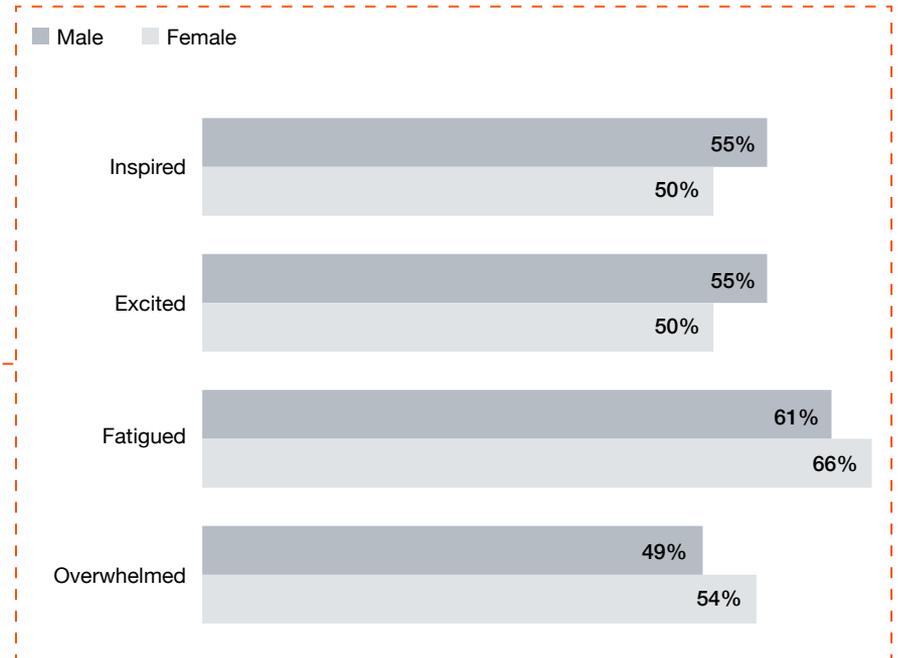
1 Mood

Employees' mood at work is shaped by positive and negative emotions; however, males report feeling more inspired and excited, while females are more likely to experience fatigue and be overwhelmed.

Share of workers who feel the following emotions at least once a week



Most significant mood differences by gender are ~5%



"How often do you have the following feelings at work?" (Showing NET 'Often (once a week)', 'Very often (a few times a week)' and 'Always (every day)' responses).

2 Skills and job security

Greek employees show confidence in the future relevance of their skills and their job security, with daily GenAI users expressing the highest levels amongst them.

Share of workers who are **very /extremely confident** in their **job security** over the next 12 months

62%
Global

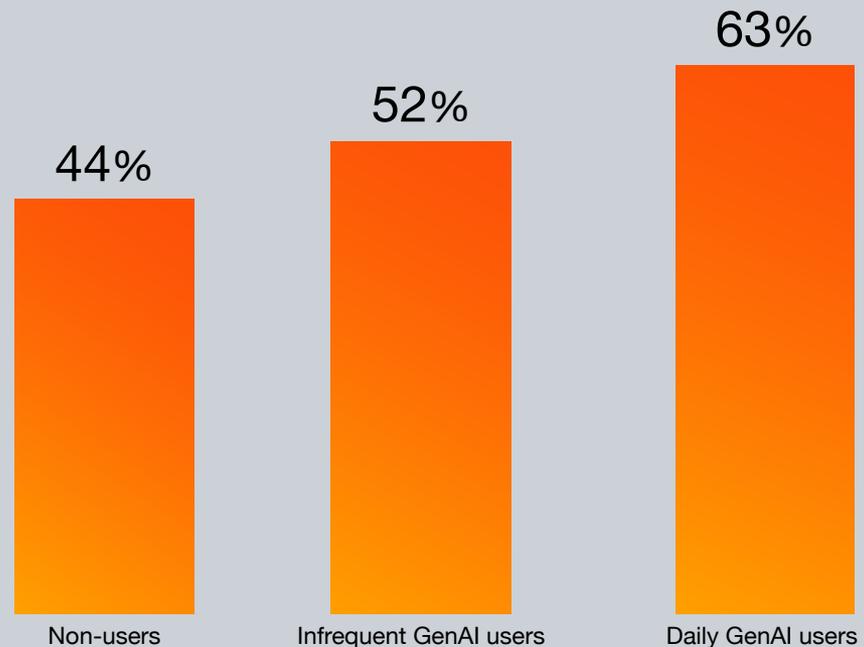
56%
Greece

Share of workers who believe that **at least half** of their **skills today** will be **relevant** in three years' time

73%
Global

70%
Greece

Share of **Greek GenAI users** who are very or extremely confident in their job security over the next 12 months



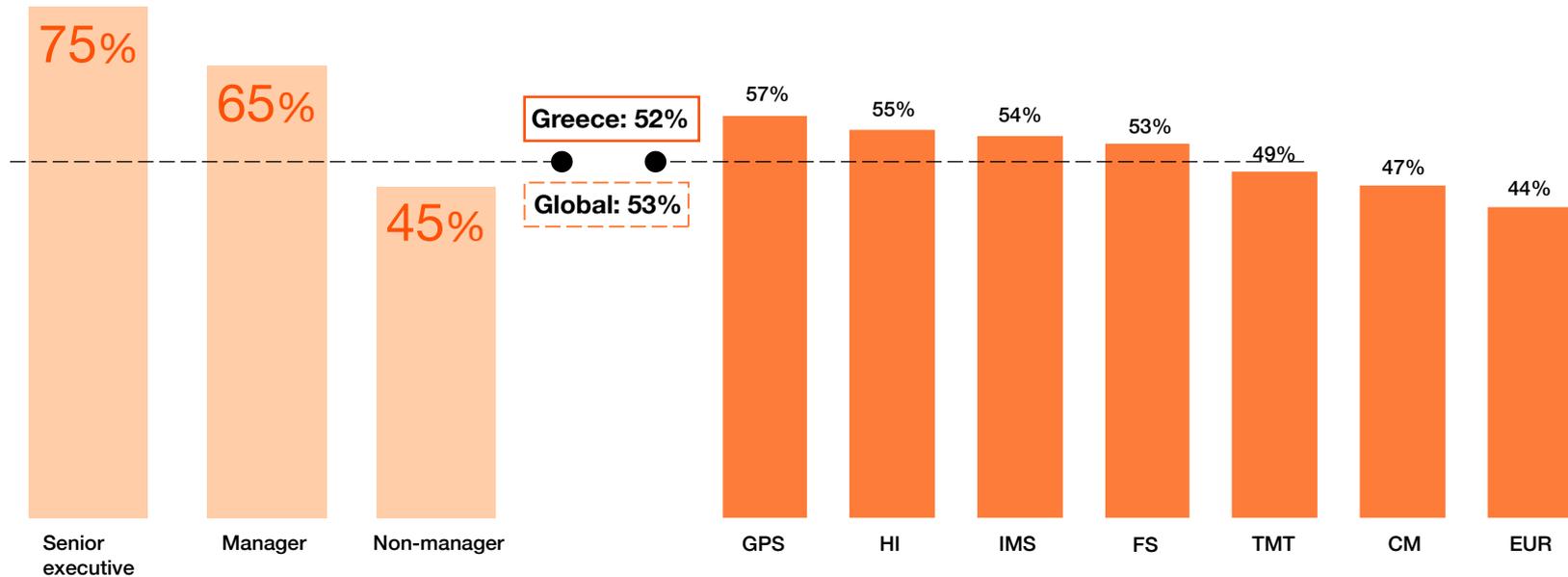
"What proportion of the skills you have today will be relevant to the way you expect to work in three years' time?"(asked of all respondents, showing NET: 50% or more; "How confident are you about your job security over the next 12 months?" (asked of all respondents, showing NET: Very confident/extremely confident)

3 Optimism

Approximately, 50% of employees in Greece feel optimistic about the future of their role, in line with global average; however, optimism is much higher among senior executives and managers.

Share of workers feeling optimistic about the future of their role within the organisation, by seniority

Share of workers feeling optimistic about the future of their role within the organisation, by industry*



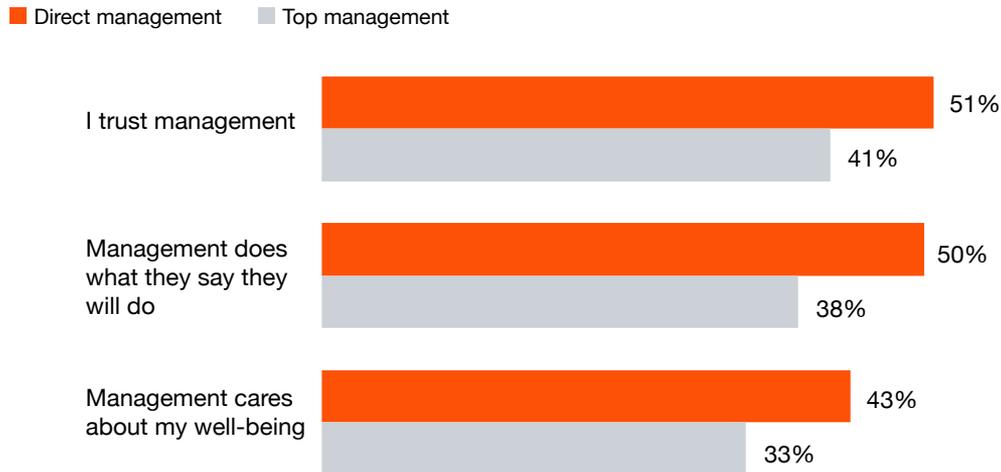
GPS: Government and Public Sector, **HI:** Health Industries, **IMS:** Industrial Manufacturing and Services, **FS:** Financial Services, **TMT:** Technology, Media, Telecommunications; **CM:** Consumer Markets, **EUR:** Energy, Utilities and Resources

"To what extent are you optimistic about the future of your role within the organisation?" (Showing NET 'Large extent' and 'Very large extent', [Right] Excluding industries grouped under 'Other')

4 Trust

Employees in Greece show higher trust in direct managers (51%) compared to top management (41%), with Gen Z and Millennials feeling less confident in openly talking with their direct managers.

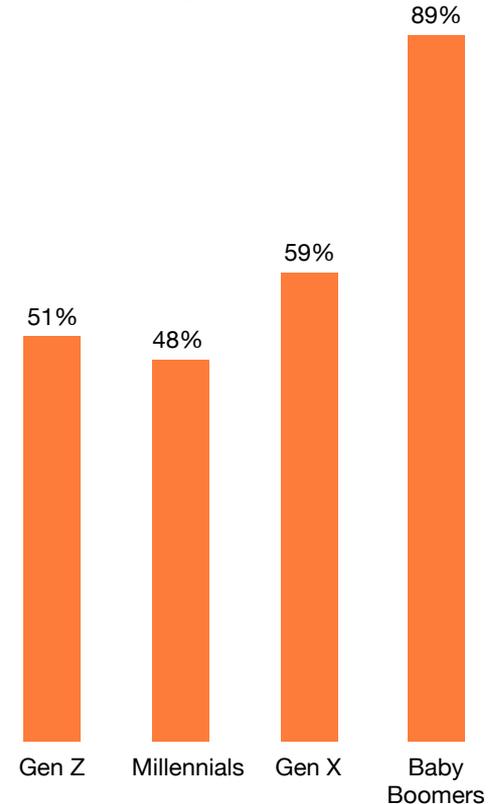
Share of moderate/strong worker agreement about the trust in their direct and top management



Global View: Globally, workers trust their direct managers slightly more than Greek workers (on average +5pp in each question) while they tend to trust top management more than Greek workers (approximately +10pp in every question)

“To what extent do you agree or disagree with the following statements about your direct manager?” and “To what extent do you agree or disagree with the following statements about the top management of your organisation?”.

I can speak openly with my (direct) manager:

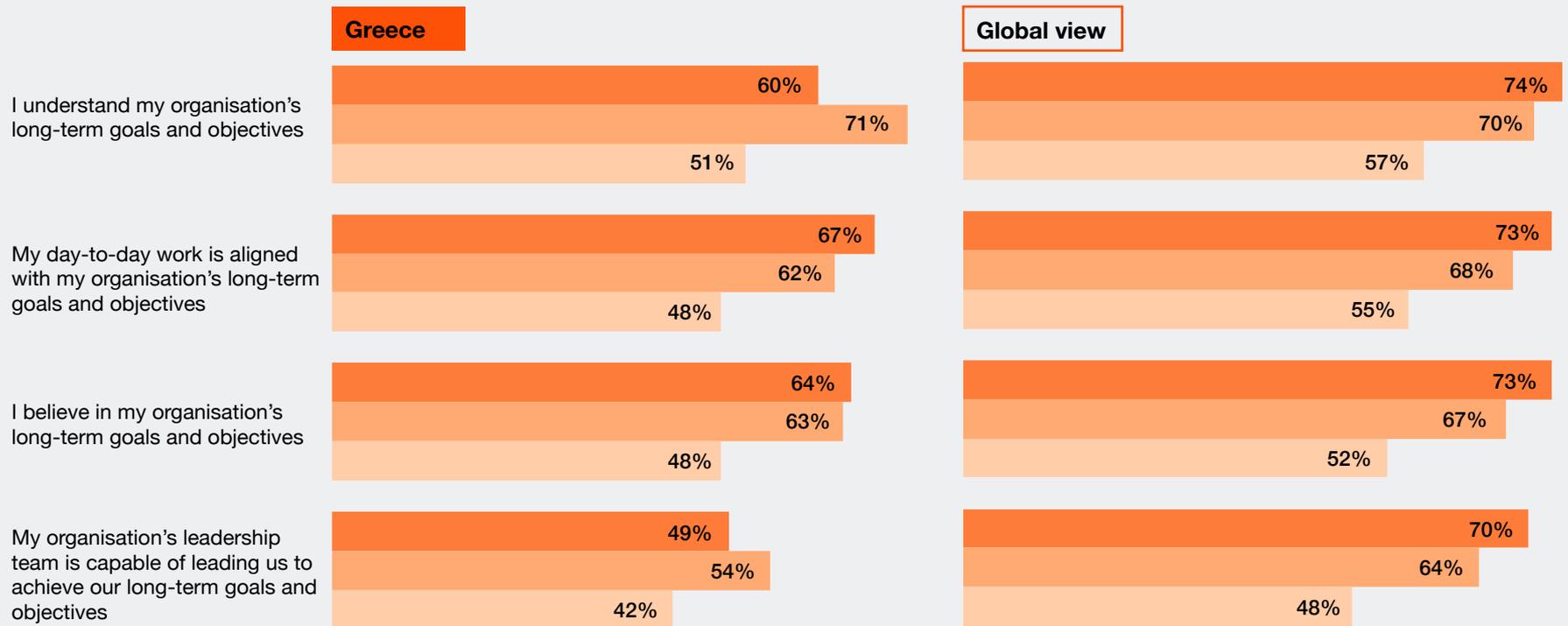


5 Strategic alignment

Although Senior executives globally are more aligned to their organisation's long-term goals as expected, Managers in Greece are the ones demonstrating a much higher alignment instead.

Share of moderate/strong worker agreement about their strategic alignment, by seniority

Senior Executive Manager Non-manager

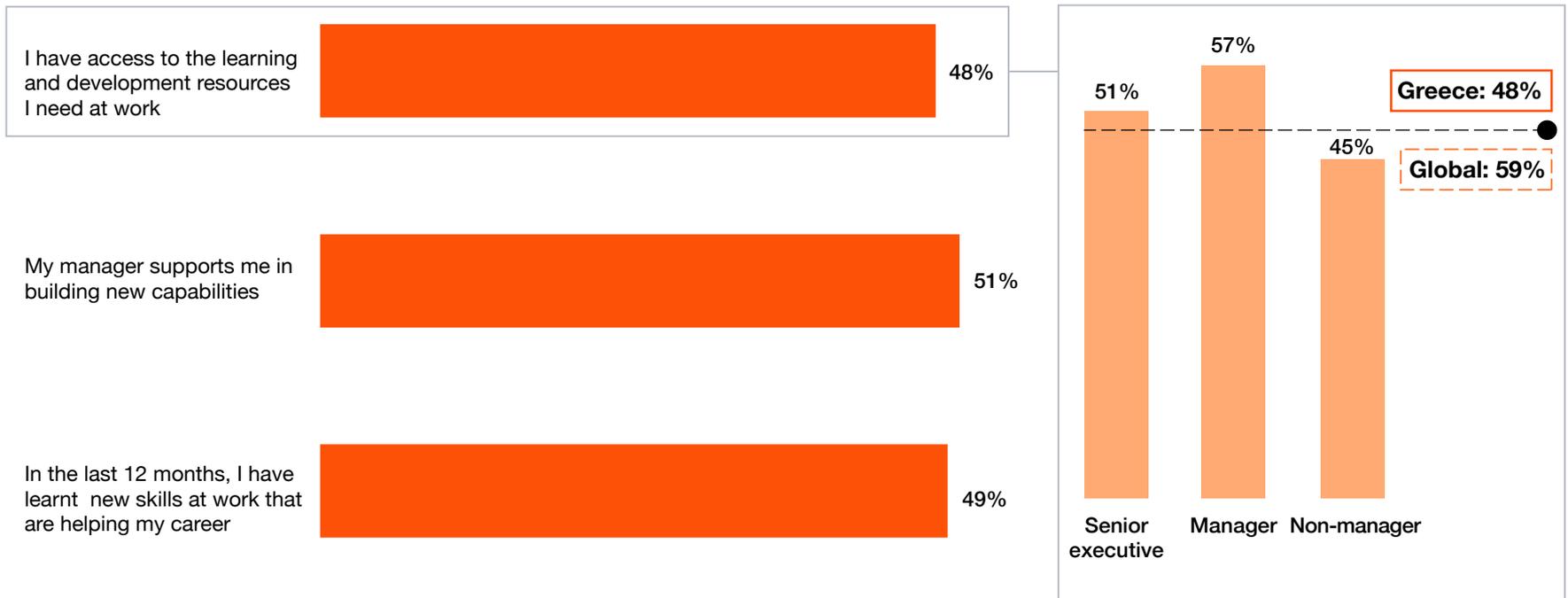


"Thinking about your organisation's long-term goals and objectives, to what extent do you agree or disagree with the following statements?". (Showing NET: Moderately/strongly agree responses)
 * Value reflects NET: Disagree for non-managers

6 Upskilling value

Half of Greek employees believe they have access to L&D opportunities, lagging the Global average, with non-managers believing to have even less, highlighting the need for more visible and equitable learning opportunities.

Share of moderate/strong worker agreement about upskilling opportunities at work



“To what extent do you agree or disagree with the following statements?” (Showing NET: Moderately/strongly agree responses)

7 Psychological safety

Comfort speaking up varies, with managers reporting to have much stronger psychological safety, while non-managers reporting much lower levels compared to any other group.

Share of moderate/strong worker agreement about their level of psychological safety at work



% difference compared to Greek average

| | Senior executives | Managers | Non-managers |
|--|-------------------|----------|--------------|
| | +6% | +9% | -3% |
| | +2% | +11% | -3% |
| | +7% | +12% | -4% |
| | +8% | +14% | -4% |
| | +14% | +14% | -5% |

"To what extent do you agree or disagree with the following statements about your current work team?". (Showing NET: Moderately/strongly agree responses)

8 Meaningful work

A bit less than half of Greek employees believe that they have found a meaningful career, lagging the Global average by 10%, with non-managers struggle the most to find purpose and personal growth in their work.

Share of moderate/strong worker agreement about the meaning they find in their work

My work contributes to my personal growth

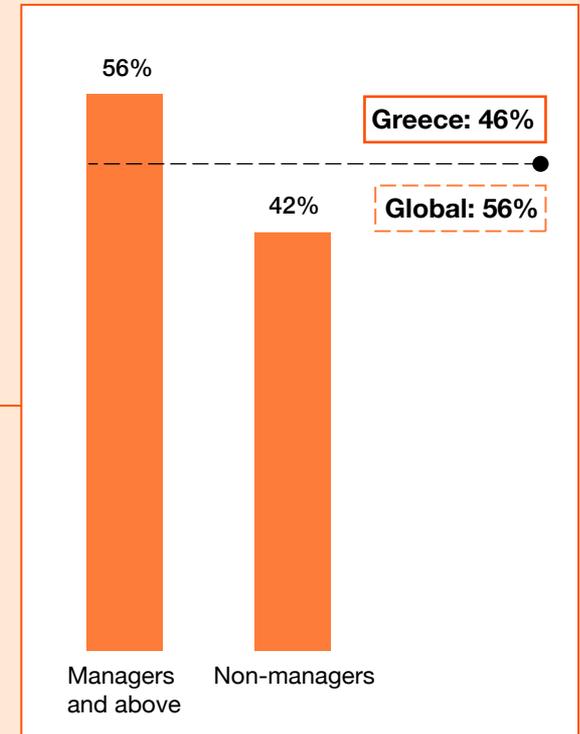
51%

I have found a meaningful career

46%

My work makes a positive difference in the world

52%

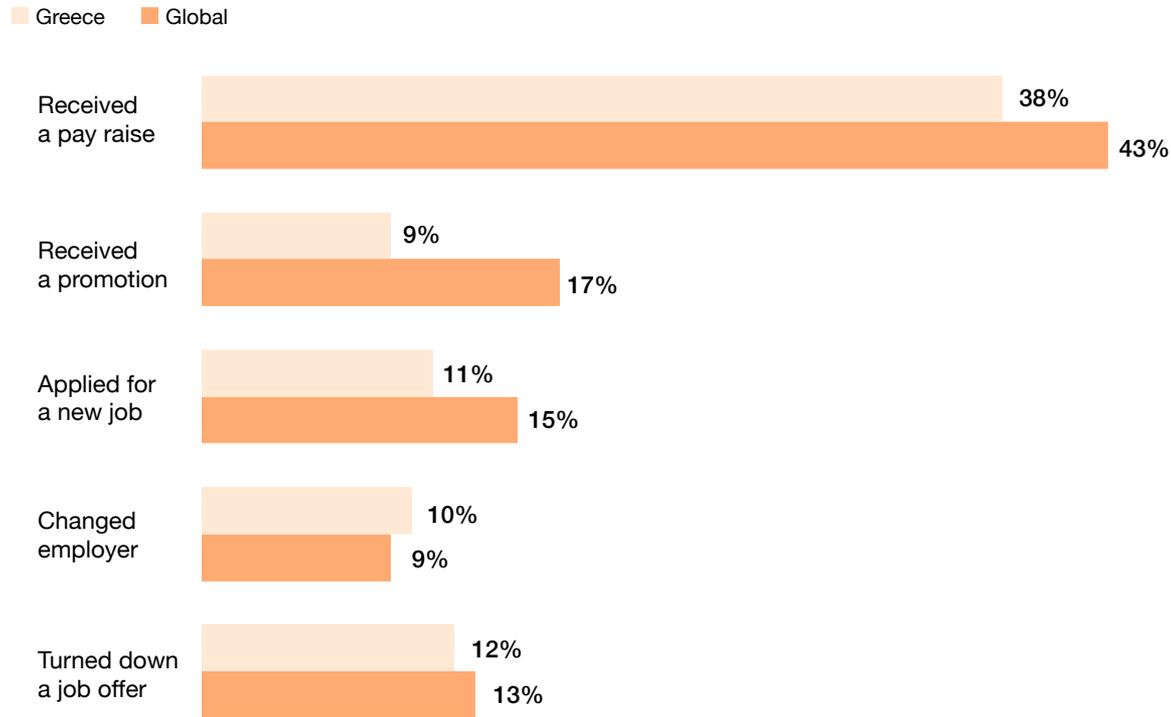


"To what extent do you agree or disagree with the following statements?". (Showing NET: Moderately/strongly agree responses)

9 Past outcomes

Greek employees are slightly less active in the job market and saw fewer raises and promotions vs. the Global average, reflecting possibly a less competitive market with limited career progression opportunities.

Share of the following outcomes that happened to workers within the last 12 months



"Which of the following happened to you within the last 12 months?" (Showing all responses)

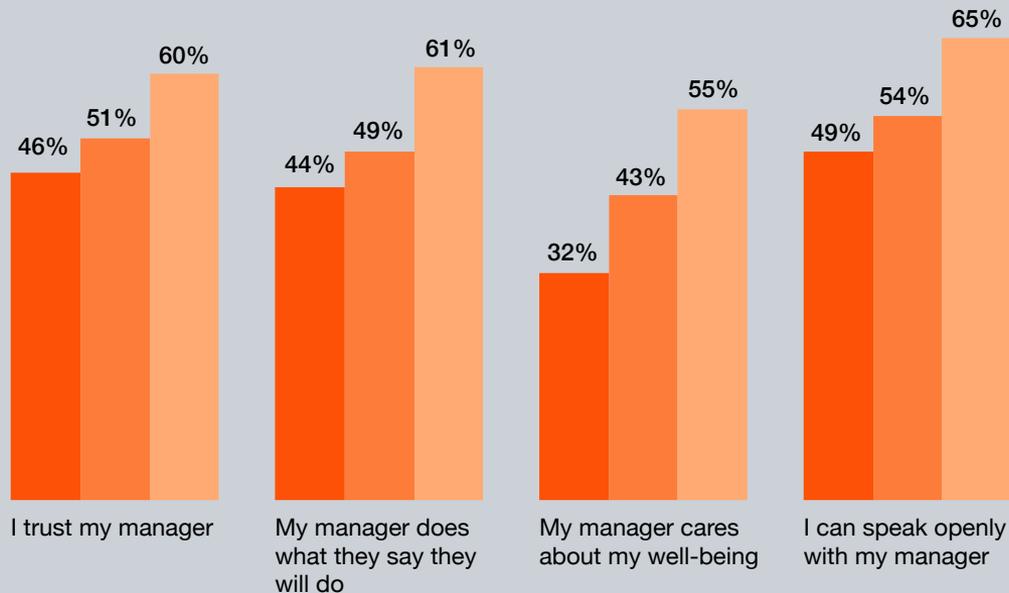


10 Trust and financial strain

Employees that are facing financial strain, trust their managers less, highlighting a strong link between financial independence and well-being, trust in management and perceptions of speaking up openly.

Share of moderate/strong worker agreement about the trust in their direct manager, by financial situation

- Cannot/struggles to pay bills
- Pay bills with nothing/little left over
- Pay bills with money left over



Share of workers who **cannot/struggle to pay bills** report that they **trust their manager**

46%

Greece

44%

Global

Share of workers who **cannot/struggle to pay bills** report that they can **speak openly with their manager**

49%

Greece

46%

Global

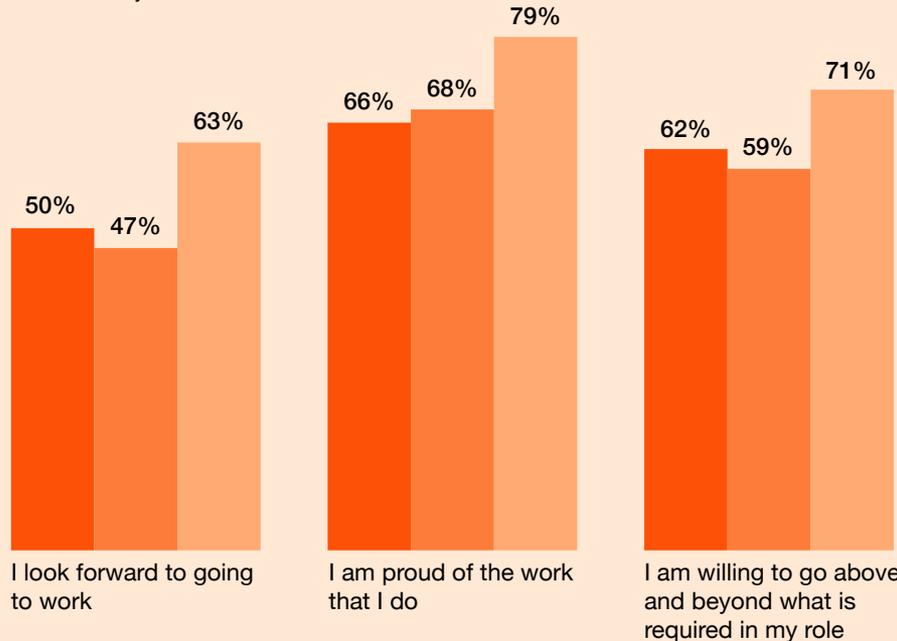
"To what extent do you agree or disagree with the following statements about your direct manager?" (showing NET: Moderately agree/strongly agree responses)

11 Motivation and financial strain

Employees that facing financial strain, feel less motivated, highlighting a strong link between financial independence and workplace engagement, higher levels of commitment and pride.

Share of workers who feel the following about their job at least once a week, by financial situation

- Cannot/struggles to pay bills
- Pay bills with nothing/little left over
- Pay bills with money left over



Share of workers who **cannot/struggle to pay bills** report that they **look forward to going to work**

50%
Greece

55%
Global

Share of workers who **cannot/struggle to pay bills** are **willing to go beyond their role's requirements**

62%
Greece

61%
Global

"How often do you have the following feelings about your job?"(showing NET: 'Often (once a week)', 'Very often (a few times a week)', and 'Always (every day)')

04

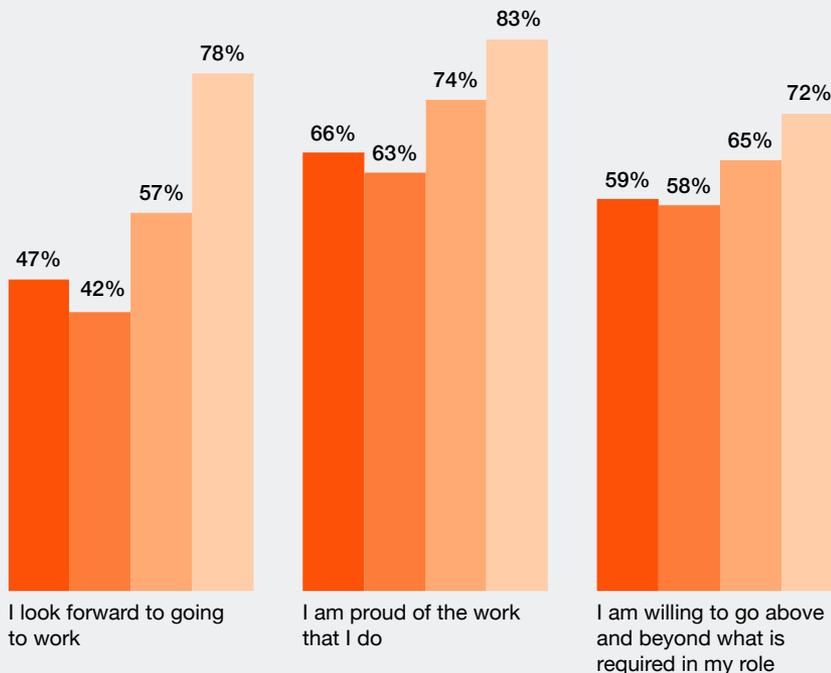
Further findings

1 Generational dynamics

Younger generations are the least engaged and feel the least able to speak openly with their managers, highlighting a persistent generational disconnect in the workplace.

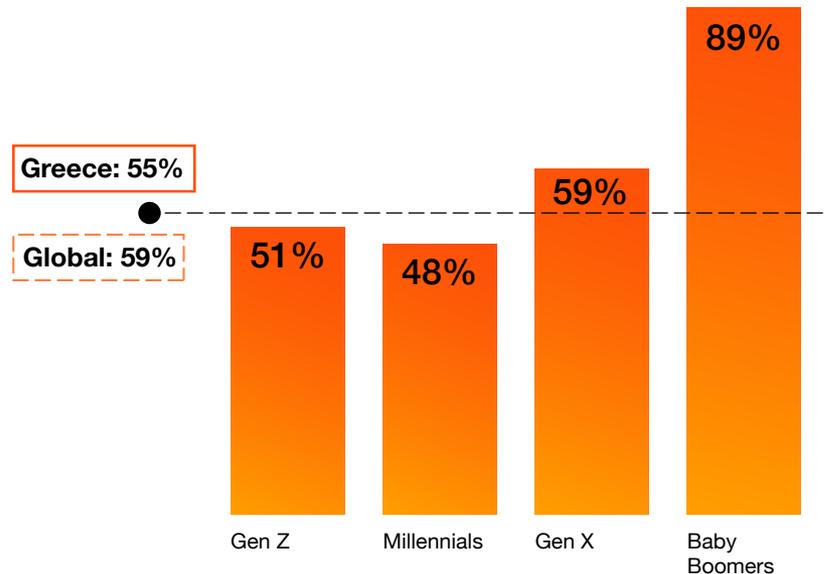
Share of workers who feel the following about their job at least once a week, by generation

Gen Z Millennials Gen X Baby Boomers



"How often do you have the following feelings about your job?"(showing NET: 'Often (once a week)', 'Very often (a few times a week)', and 'Always (every day)')

Share of workers who strongly/moderately agree that they can speak openly with their direct manager, by generation



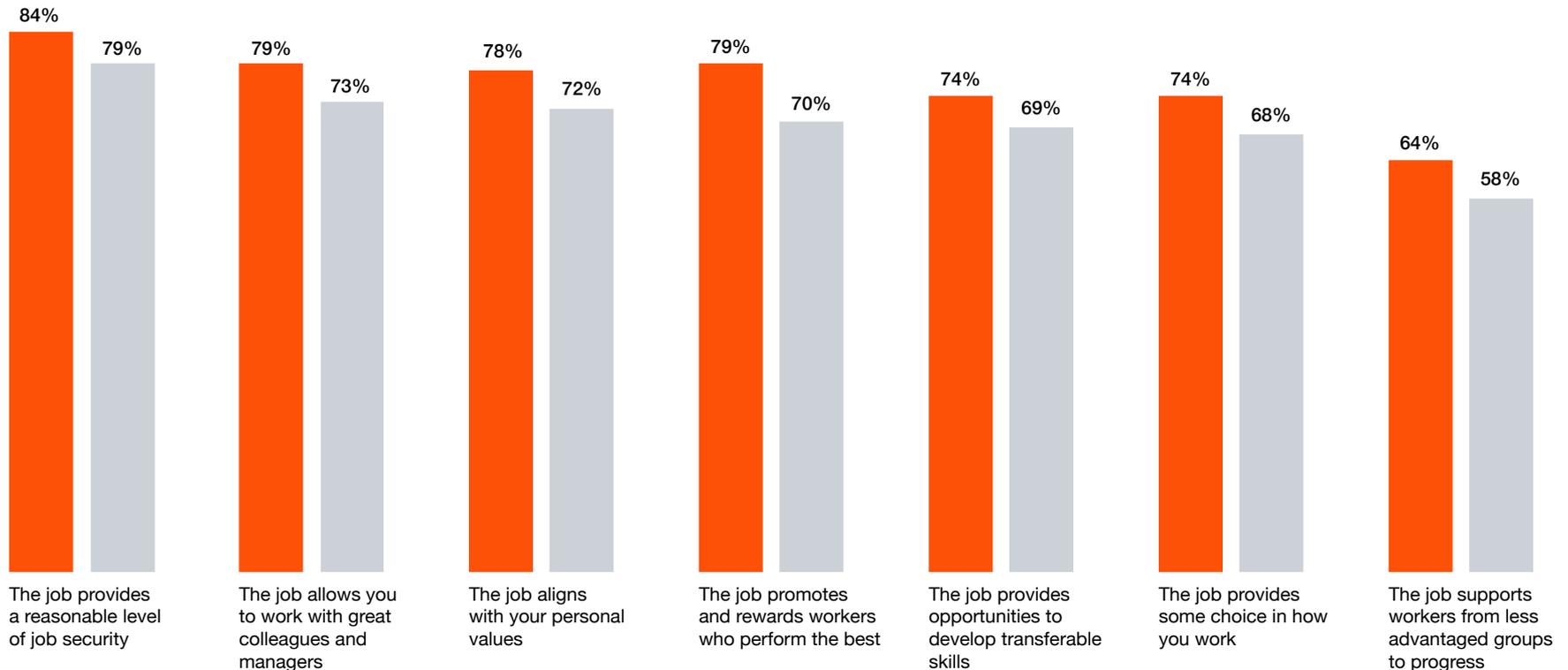
"To what extent do you agree or disagree with the following statements about your direct manager?"(showing NET: Moderately agree/strongly agree responses for the statement "I can speak openly with my manager")

2 Job preferences

Employees value job security, strong relationships, and fair recognition most, while support for less-advantaged groups ranks lowest among job priorities, although it is higher than global average.

Share of how very or extremely important workers find the following to a job that is a good fit

■ Greece ■ Global



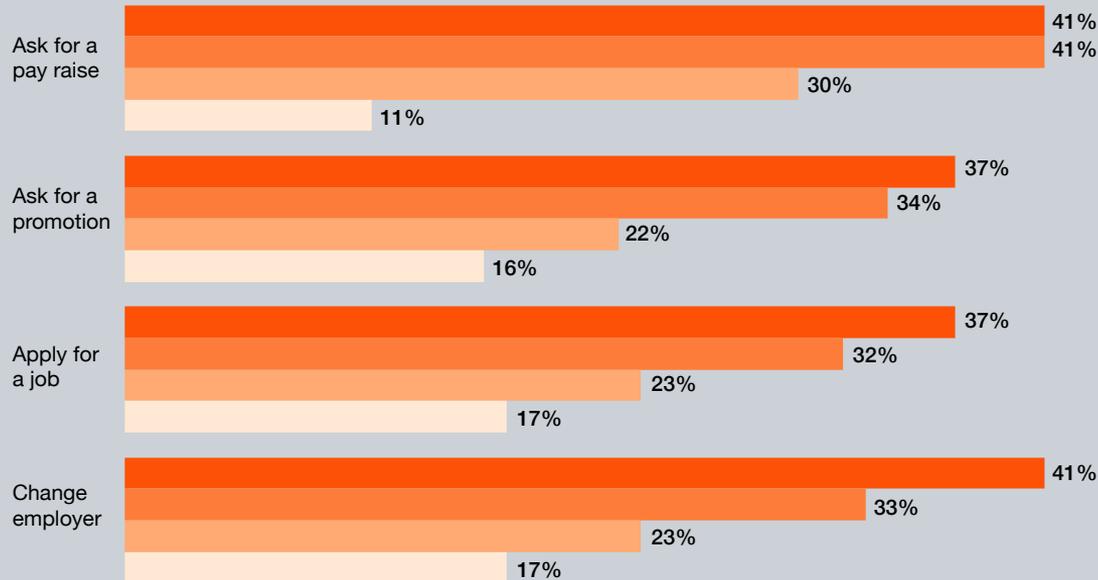
“When thinking about a job that is a good fit for you, how important is each of the following?” (Showing NET ‘Very important’ or ‘Extremely important’)

3 Future outcomes

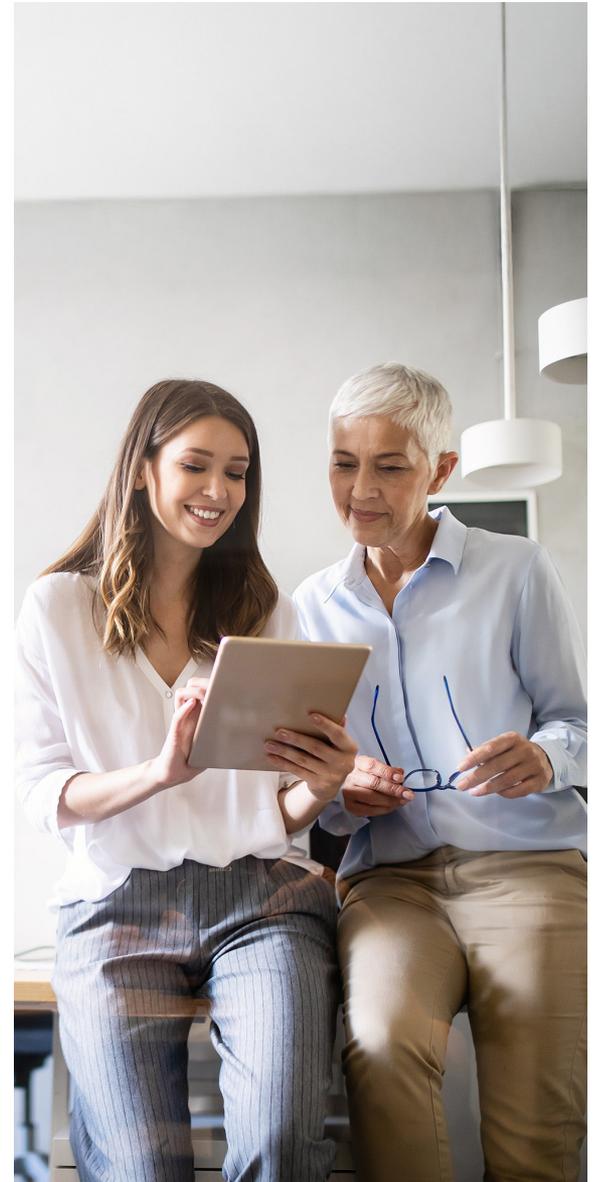
Younger employees are more likely than older ones to seek raises, promotions, or new jobs in the coming year, indicating higher ambition and mobility.

Share of actions workers say they are very or extremely likely to take within the next 12 months, younger vs older workers

Gen Z Millennials Gen X Baby Boomers



"How likely are you to take the following actions within the next 12 months?" (Showing NET very/extremely likely responses)



05

Demographics

1 Demographics

The survey interviewed 49,843 workers globally and 838 workers in Greece.

PwC's annual flagship workforce thought leadership survey is one of the world's largest, with nearly 50,000 respondents spanning 28 sectors in 48 major economies. The Greek Hopes & Fears survey interviewed 838 respondents across all demographic groups, roles and sectors.

Scope

Provide insights to help businesses meet the workforce challenges of a rapidly changing world and transform to create sustained outcomes.

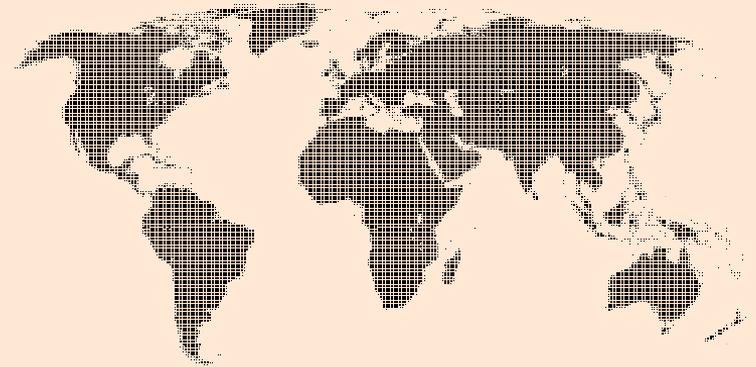
Overarching theme for the survey

This year's Hopes & Fears Survey focuses on employees' perceptions of AI and the future of work, key drivers motivating tomorrow's workforce, and insights on fostering trust, skill development, and innovation readiness to thrive in an evolving work environment.

Surveying:

49,843

Workers worldwide



838

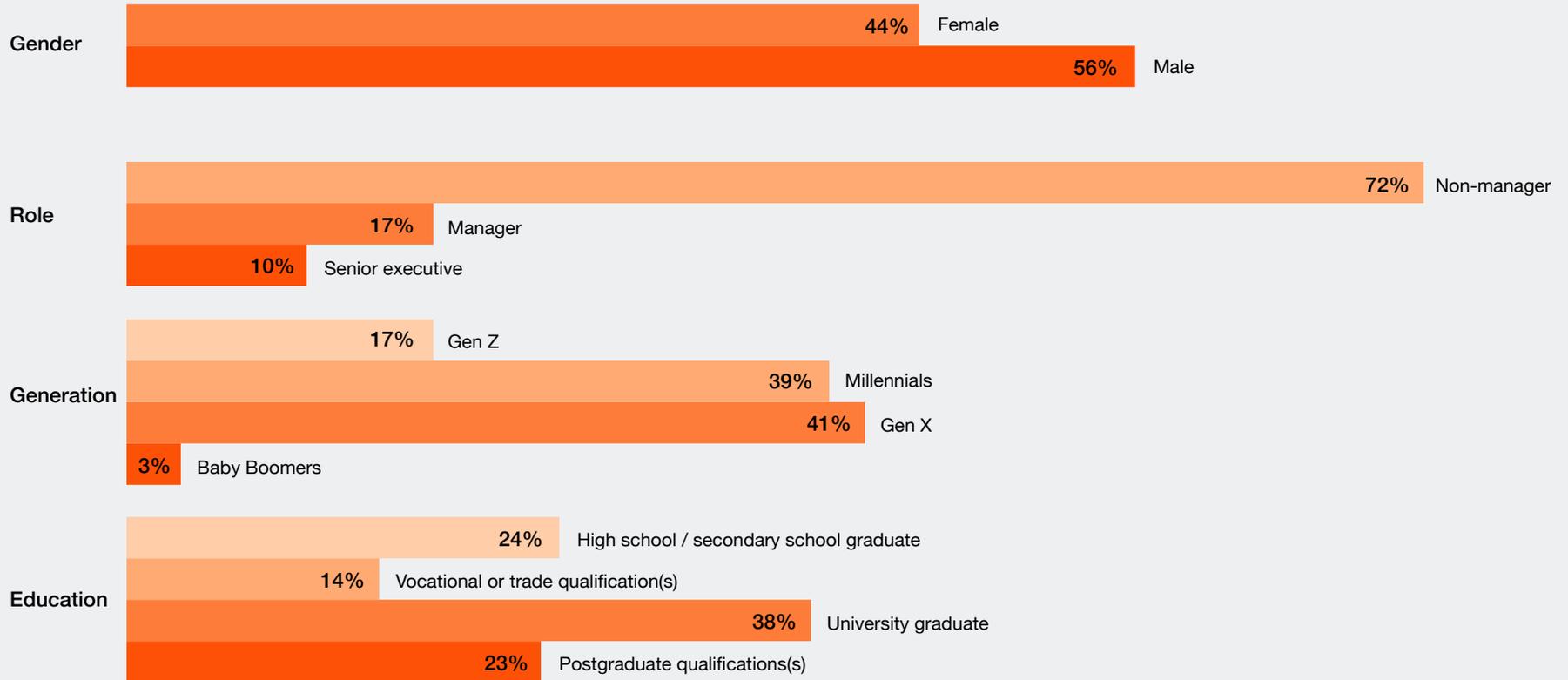
Workers in Greece



2 Demographics

The following graphs present the distribution of the respondents by gender, role, generation and education level.

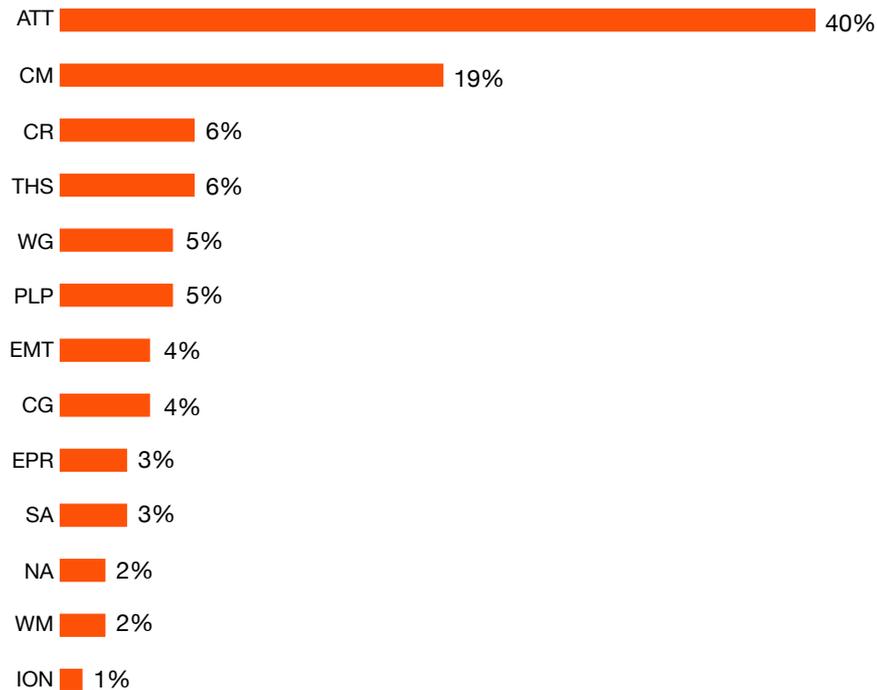
Share of respondents by gender, role, generation and level of education



3 Demographics

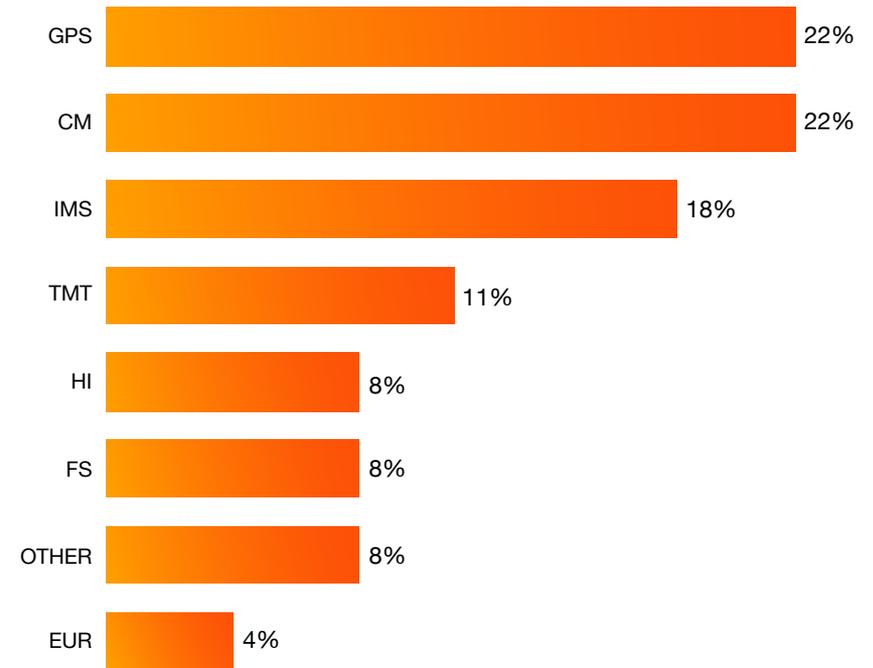
The following graphs present the distribution of the respondents by region and by industry.

Share of respondents by region



ATT: Attica **CM:** Central Macedonia **CR:** Crete **THS:** Thessaly **WG:** Western Greece
PLP: Peloponnese **EMT:** Eastern Macedonia & Thrace **CG:** Central Greece **EPR:** Epirus
SA: South Aegean **NA:** North Aegean **WM:** Western Macedonia **ION:** Ionian Islands

Share of respondents by industry



GPS: Government and Public Sector, **HI:** Health Industries, **IMS:** Industrial Manufacturing and Services, **FS:** Financial Services, **TMT:** Technology, Media, Telecommunications; **CM:** Consumer Markets, **EUR:** Energy, Utilities and Resources



Hopes and Fears 2025

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